

Appendix A



Financial Oversight and Management Board for Puerto Rico

Sixth Meeting of the Board

March 31, 2017

8:45 a.m. AST

Meeting Room 209 of the Puerto Rico Convention Center Dr. Pedro Rosselló González,
100 Convention Boulevard, San Juan, Puerto Rico

Open the Meeting

At 8:45 am, José B. Carrión introduces himself as Chair of the Board and welcomes all persons present to this sixth meeting of the Financial Oversight and Management Board for Puerto Rico and took a roll call to determine which members are present.

- Andrew G. Biggs
- Carlos M. García
- Arthur J. González
- José R. González
- Ana J. Matosantos
- **David A. Skeel, Jr.**
- *Ex Officio* Member and Governor Rosselló-Nevarés' representative, Elías Sánchez-Sifonte

Each answered that he or she was present. Mr. Carrion determined that a quorum was present, and called the meeting to order.

He asked Mr. Jaime A. El Koury, General Counsel of the Board, to act as Secretary for this meeting. Mr. El Koury agreed.

Mr. Carrion thanked those who were attending the sixth public meeting of the Board, and the third in Puerto Rico, in person or via the Board's website, where a livestream was available in English and a simultaneous Spanish translation.

Mr. Carrion thanked the Puerto Rico Convention Center for hosting the meeting and the Government of Puerto Rico and the Police Department for their collaboration in organizing the meeting.

Mr. Carrion proceeded to ask if there were any questions about the proposed minutes of the Board's last meeting, held on March 13, 2017. There being no questions, Ms. Matosantos moved to approve the minutes in the form presented, and Mr. Garcia seconded the motion. Mr. Carrion asked for a vote by a voice vote – first those in favor– then those opposed, and Mr. Carrion announced the minutes had been approved.

Mr. Carrion announced the minutes had been approved.

Before beginning the presentations scheduled to be delivered throughout the day, Mr. Carrion shared the following words on the Board's vision and purpose in dedicating the meeting almost entirely to the subject of Puerto Rico's economic development:

"This Oversight Board's mandate and responsibilities are very clearly defined in the Puerto Rico Oversight, Management and Economic Stability Act (or "PROMESA") passed by Congress in a bipartisan way last year.

As is well known, our mandate under PROMESA pertains mostly financial oversight and management to ensure that Puerto Rico achieves fiscal equilibrium, balances its budgets in a recurrent maner, restructures its long-term debts and obligations and regains access to the capital markets on reasonable terms.

In short, the thrust of the Board's mandate under PROMESA pertains mostly to Puerto Rico's fiscal crisis. With the exception of Title V, pertaining the revitalization of Puerto Rico's infrastructure, the statute that created the Board and which we are responsible for implementing, neither gives the Board a mandate, nor provides the Board with tools to address Puerto Rico's many economic development challenges and opportunities.

The Board shares, however, the broad-based consensus that balancing budgets, restructuring debts and regaining access to the capital markets, although absolute priorities, will not be, in themselves, enough to pull Puerto Rico out of its economic crisis and restore opportunity for all. Economic development must be a priority too.

Thus, although PROMESA does not give the Board either a mandate or tools to tackle Puerto Rico's economic development challenges and opportunities, the Board unanimously agreed to dedicate this sixth Open Meeting to serve as a vehicle for a very necessary conversation on how to advance Puerto Rico's economic development agenda.

To that end, we have invited today a broad base of local stakeholders to share with the Board their perspectives, ideas and recommendations on the subject of restoring economic growth in Puerto Rico. I would like to thank each and every one of the panelists today for their generosity in accepting our invitation.

Although we would have wished to accommodate each of the several individuals and organizations that reached out to us to express their interest in offering their testimony here today, that was not possible. Time, obviously, is limited. Many of them, however, sent testimonies or presentations and that with their permission, we will be uploading onto the Board's website so that everyone may see read them.

I would like to thank, especially...

1. Rodrigo Masses, president of the Puerto Rico Manufacturers Association
2. Ralph Kreil Rivera, president of the College of Engineers and Surveyors
3. Víctor Ramos, president of the Puerto Rico College of Surgeons and Physicians
4. Francisco Montalvo Fiol, coordinator of the Private Sector Coalition
5. Jacqueline Matos, president of the Puerto Rico Minority Supplier Development Council
6. Dr. Luis Clavel, Executive Director of the University of Puerto Rico Comprehensive Cancer Center
7. Alberto Cordero, chairman of The Puerto Rico Information Technology Cluster
8. Tomás Torres, of The Puerto Rico Competitiveness and Economic Sustainability Institute
9. Economics professors Dr. María Encháustegui, Orlando Sotomayor and José Oyola
10. Individual business people, like Igancio Canto and Ramón Cacho

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 11. Former Puerto Rico senators Eudaldo Báez Galib and Miriam Ramírez de Ferrer
 12. ... and dozens of private individuals who have spent time and effort in sending us through our website very thoughtful comments on the subject of Puerto Rico's economic development. They are all being read and considered and are much appreciated.

Finally, before I introduce our first panel, let me reiterate on behalf of the entire Board, our best disposition and whole-hearted commitment, within the scope and limitations of our mandate under the law, to assist the Government of Puerto Rico in initiatives that could result in Puerto Rico securing additional resources—whether from the federal government or elsewhere—that could help ease the impact of the cost-cutting measures that will have to be implemented. Contrary, perhaps, to what some may think, we are all painfully aware of the impact that fixing Puerto Rico's fiscal problems will have on many of its citizens. So to the extent there is anything we can do to secure more resources for Puerto Rico, we will do so."

Mr. Carrion outlined the panels and topics for the meeting:

- **Macroeconomic overview**
- **Plan for Puerto Rico: Government of Puerto Rico's Foundation for Economic Growth, by Governor Ricardo Rosselló**
- **Report by the [Congressional Task Force on Economic Growth in Puerto Rico](#) by Puerto Rico Resident Commissioner Jenniffer González Colón**
- **Infrastructure: Key component for the economic development of Puerto Rico**
- **The Third Sector and the Economy**
- **Puerto Rican Migration: Challenges and Opportunities**
- **Education: Training the Workforce for Economic Success**
- **Growing the Tourism Sector for Greater Economic Impact**
- **Reinvigorating Puerto Rico's Manufacturing Base**
- **Energizing Puerto Rico's Private Sector to Drive Economic Growth**
- **Public Comment Period**

First panel

Mr. Carrion presented the first panel: Dr. Andrew Wolfe, Adjunct Professorial Lecturer at the School of International Service, at American University; José Joaquín Villamil, Chairman and CEO, of Estudios Técnicos; and Gustavo Vélez, President and Founder of Inteligencia Económica. Following the presentations, the Board engaged in a question and answer period.

Second panel

Mr. Carrion welcomed the Governor of Puerto Rico, Ricardo Rosselló Nevares and invited him to take the podium to make his presentation.

Prior to the Governor's presentation, Mr Carrion made the following remarks: "Governor, before you start, please allow me to reiterate a statement I made during my prefatory remarks at the beginning of our meeting. And that is to reiterate on behalf of the entire Board, our best disposition and whole-hearted commitment, within the scope and limitations of our mandate under the law, to assist the Government of Puerto Rico in initiatives that could result in Puerto Rico securing additional resources—whether from the federal government or elsewhere—that could help ease the impact of the cost-cutting measures that will have to be implemented. Contrary, perhaps, to what some may think, we

initiatives that could result in Puerto Rico securing additional resources—whether from the federal government or elsewhere—that could help ease the impact of the cost-cutting measures that will have to be implemented. Contrary, perhaps, to what some may think, we are all painfully aware of the impact that fixing Puerto Rico’s fiscal problems will have on many of its citizens. So to the extent there is anything we can do to secure more resources for Puerto Rico, we will do so. So, Governor, please rest assured you can count on us for that purpose.”

Following the Governor’s presentation, the Board engaged in a question and answer period.

Third panel

Mr. Carrion presented the third panel on the subject of the Report by the Congressional Task Force on Economic Growth in Puerto Rico. Prior to the presentation by Puerto Rico’s Resident Commissioner, Jenniffer González, Board member, David Skeel, presented a short summary of the content of the Report.

After Mr. Skeel’s presentation, and prior to Resident Commissioner Jenniffer González Colón presentation on the “Challenges and Opportunities of Implementing the Recommendations of the Report by the Congressional Task Force on Economic Growth in Puerto Rico,” Mr. Carrion made the following remarks:

“Madame Resident Commissioner, as I know this touches directly on the subject matter of your presentation, let me reiterate, as I did to Governor Rosselló a while ago, the Board’s best disposition and commitment, within the scope and limitations of our mandate under the law, to assist the Government of Puerto Rico in initiatives that could result in Puerto Rico securing additional resources—whether from the federal government or elsewhere—that could help ease the impact of the cost-cutting measures that will have to be implemented. We are all very much aware of the impact that fixing Puerto Rico’s fiscal problems will have on many of its citizens. So to the extent there is anything we can do to secure more resources for Puerto Rico, we will do so.”

Following Resident Commissioner Jenniffer González Colón’s presentation, the Board engaged in a question and answer period.

Fourth panel

Mr. Carrion presented the fourth panel: Oversight Board Deputy Executive Director Ramón M. Ruiz; Puerto Rico Public Partnerships Authority Executive Director Omar Marrero and engineer Neyssa Varela, former President of the Puerto Rico Chapter of the Associated General Contractors. Following the presentations, the Board engaged in a question and answer period.

Fifth panel

Mr. Carrion presented the fifth panel: Dr. Nelson I. Colón Tarrats, President, Community Foundation of Puerto Rico; Rafael Cortés Dapena, President, Angel Ramos Foundation; Dra. Nilda Morales, President and CEO, Society, Education and Rehabilitation of Puerto Rico (SER) de PR, who was represented by SER Finance Director April Manzano; and Samuel González Cardona, President and CEO, United Way of Puerto Rico. Following the presentations, the Board engaged in a question and answer period.

Sixth panel

Mr. Carrion presented the sixth panel: Elin B. Soto, President of the Graduate School of

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Mr. Carrion presented the sixth panel: Elsie Ruiz Santana director of the Graduate School on Social Sciences of the Pontifical Catholic University of Puerto Rico and Dr. Iliá C. Rosario Nieves, director of the Graduate School on Psychology of the same university, and Isabel Rullán, Co-Founder and Managing Director of ConPRmetidos. Following the presentations, the Board engaged in a question and answer period.

Seventh panel

Mr. Carrion presented the seventh panel: Manuel J. Fernós, President of the Interamerican University of Puerto Rico; Gretchen Manzanal, President of Liceo de Arte y Tecnología, who today will be represented by Dr. Carmen Mirabal, Development Director of the Liceo; and Ernesto Vázquez Barquet, President of the Polytechnic University of Puerto Rico. Following the presentations, the Board engaged in a question and answer period.

Eighth panel

Mr. Carrion presented the eighth panel: Clarissa Jiménez, President and CEO of the Puerto Rico Hotel and Tourism Association, who today is represented by Miguel Vega, Chairman of the Board of the PRHTA; Agustín Arellano, Chief Executive Officer of Aerostar Airport Holdings; and Jon Borschow, Chairman of the Board of Foundation for Puerto Rico, who was represented by the Foundation's Director of Research & Analysis, Arnaldo Cruz Sanabria. Following the presentations, the Board engaged in a question and answer period.

Ninth panel

Mr. Carrion presented the ninth panel: Felipe Palacios, Chairperson of the Puerto Rico Pharmaceutical Industry Association; Kerri Ingalls, Vice President and Site Leader of Amgen Manufacturing Ltd. In Juncos; and Lucy Crespo, CEO of the Puerto Rico Science, Technology and Research Trust. Following the presentations, the Board engaged in a question and answer period.

Tenth panel

Mr. Carrion presented the tenth panel: Ignacio Álvarez, President and COO of Banco Popular; Sebastián Vidal, Executive Director of Parallel 18; Josen Rossi, Managing Partner and Chairman, Aireko, who today will be represented by Lorenzo Dragoni, Member of the Board of Aireko Foundation; Alberto Lugo, President of Invid; and, finally, Ricardo Álvarez Díaz, President of the Puerto Rico Builders Association. Following the presentations, the Board engaged in a question and answer period.

Public comment

Mr. Carrion opened the floor for public comments.

In closing, Mr. Carrion reiterated his appreciation to all the panelists, those who were not panelists but submitted testimonies or presentations and everyone in the audience for their interest in the important matter of Puerto Rico's economic development agenda and the collective effort to restore growth and opportunity to everyone on the Island.

Adjournment

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Motion: With no further matters to discuss, Mr. Carrion moved to adjourn the meeting.

Mr. Arthur Gonzalez seconded the motion.

Mr. Carrion asked for a vote by a voice vote – first those in favor– then those opposed.

Mr. Carrion concluded that with all members having voted in favor, the meeting was adjourned at approximately 5:35 p.m.

Adjournment

Respectfully submitted,
s/Jaime A. El Koury
Jaime A. El Koury
Acting Secretary